

## Workforce Panel

Dear Member,

You are invited to attend the meeting of the Workforce Panel to be held as follows for the transaction of the business indicated.

Sian Roxborough  
Proper Officer

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**DATE:** Tuesday, 26 January 2021

**TIME:** 1.30 pm

**VENUE:** Salford Suite, Salford Civic Centre, Chorley Road, Swinton

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In accordance with 'The Openness of Local Government Bodies Regulations 2014,' the press and public have the right to film, video, photograph or record this meeting.

### AGENDA

#### LINK TO LIVE AUDIO STREAM

*This link will work if you are using a Microsoft device. If you are using an Apple or android based device, you will need to download the Microsoft Teams app in order to view the meeting via this link.*

[https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_OTQyNGM5ODgtYjI3YS00YTc1LTlhMWMtYTNmYzVhMzdjNTUz%40thread.v2/0?context=%7b%22Tid%22%3a%2268c00060-d80e-40a5-b83f-3b8a5bc570b5%22%2c%22Oid%22%3a%2211b92587-2ccd-43bf-a58e-1c84a3b4ee72%22%2c%22IsBroadcastMeeting%22%3a%22true%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_OTQyNGM5ODgtYjI3YS00YTc1LTlhMWMtYTNmYzVhMzdjNTUz%40thread.v2/0?context=%7b%22Tid%22%3a%2268c00060-d80e-40a5-b83f-3b8a5bc570b5%22%2c%22Oid%22%3a%2211b92587-2ccd-43bf-a58e-1c84a3b4ee72%22%2c%22IsBroadcastMeeting%22%3a%22true%7d)

- 1 **Apologies for Absence**
- 2 **Declarations of Interest**
- 3 **Minutes of the Meeting Held on 22 September 2020** (Pages 1 - 4)
- 4 **Integrated Commissioning Leadership Arrangements** (Pages 5 - 10)
- 5 **Any Other Business**

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## Workforce Panel held on 22<sup>nd</sup> September 2020 Via Ms Teams

Meeting commenced: 3:30pm

Meeting ended: 4:25pm

### PRESENT

Councillor Bill Hinds (in the chair)

City Mayor Paul Dennett and Councillors Bentham, Boshell, Hinds, Kelly and Lancaster.

### OFFICERS

Muna Abdel-Aziz – Director of Public Health

Sam Betts – Assistant Director Human Resources & Organisational Development

Vanessa Brockbank – HR Business Partner

Debbie Brown – Strategic Director of Service Reform

Steven Fry – Assistant Director Digital & Customer Services

Steve Hulme – Strategic HR Manager

Carol Eddleston – Senior Democratic Services Advisor

### 1. Apologies for Absence

Apologies for absence were submitted on behalf of Councillors Antrobus, Merry and Reynolds, and Jim Taylor, Chief Executive.

### 2. Declarations of Interest

There were no declarations of interest.

### 3. Minutes of Proceedings

The minutes of the meeting held on 11<sup>th</sup> August 2020 were approved as a correct record.

### 4. Project X ICT Redesign

Councillor Hinds introduced the item by highlighting a few key points of the report. The proposed redesign was intended to deliver a service that was fit for purpose to meet the needs of a contemporary, digitally leading authority and align service delivery to the needs of the directorate business plans across the authority. 36 roles would be streamlined to 18, 41% of employees would receive an increase in pay, there would be no loss of pay in any substantive post and there would be four new graduate posts. At a recent meeting with Trades Union representatives, Councillors Hinds and Bentham had been asked to consider asking Workforce Panel to delay the decision on the proposed redesign but at this stage but that would be for the wider panel to consider.

The Strategic Director of Service Reform presented the report in more detail and responded to member questions and observations. She explained that the ICT operating model had not been reviewed since 2014 and the service was currently operating with a significant budget deficit of £580k as a result of previously unachieved savings and loss of business from Salix Homes. The proposed new structure and roles had been co-designed with the input of employees across the service, stakeholders and customers, with more than 100 cumulative hours spent focused on employee involvement and engagement.

Trades Union representatives had been concerned that compulsory redundancies could not be ruled out until roles were allocated but the Strategic Director confirmed that there would be no

compulsory redundancies and no negative impact on substantive grades. There were sufficient posts in the proposed redesign and current staff would be made aware of their roles before any external recruitment was initiated. Of two officers had been acting up to a more senior role temporarily one would be affected but would receive financial compensation for 12 months and would be alerted to any vacancies at the higher substantive grade.

The IT industry generally had traditionally been a male dominated environment and, in considering the redesign of Salford's ICT services, it had been clear that there had been a gender imbalance in the past. This had been one of the themes emerging from the consultation process and the redesign took this into consideration and did not perpetuate any negative impact on the gender imbalance. Consultation responses about culture in the service would be addressed although inclusion had never been an area of concern highlighted in Annual Survey results.

It was proposed that 11 applications for Voluntary Early Retirement / Voluntary Severance should be approved. Nine of these applications were from women and one of the factors was the imminent £95k cap on exit packages. Exit interviews would be conducted with all leavers and workshops were taking place with HR and the Equalities team to explore any concerns raised.

A collaboration that was in place with Liverpool City Council (LCC) to deliver SAP services was due to end at the end of March 2021. This arrangement had provided funding for the equivalent of 4 full time employees in the SAP team and, without a review and redesign of service delivery, a number of employees assigned to this contract would inevitably be affected with a TUPE transfer to the new LCC SAP provider to protect their continued employment. Salford City Council was currently reviewing a request from LCC to extend the arrangement but was confident that it had sufficient capacity to continue to deliver for LCC and also to deliver a new infrastructure and fully managed desktop service to Salford Clinical Commissioning Group.

Any delay to a decision to implement the redesign would exacerbate the current deficit and many staff had made it known that they were keen for implementation to proceed. Issues raised around gender and culture were being taken very seriously and regular discussions with Trades Unions and Stewards would continue. As was always the case, the redesign would be kept under review and arrangements revised if circumstances changed or new opportunities presented themselves. With all this in mind members of Workforce Panel were happy for implementation to proceed without any delay.

RESOLVED, THAT: the proposed changes to the ICT division and Digital Services within the Service Reform Directorate be approved.

## 5. Public Health Leadership Changes

The Director of Public Health presented the report which set out the proposed approach to increasing senior capacity within the Public Health function through the appointment of a Public Health Consultant. This additional post would provide the lead on health and care public health, mental health, suicide and cancer prevention and tackling health inequalities. This was in addition to providing additional support to the current response across the city to the Covid-19 national pandemic and recovery plans.

The Assistant Director HR &OD confirmed that the Public Health Consultant post had been evaluated under the job evaluation scheme for Local Government Chief Officers and Senior Managers as within Band E of the agreed senior pay structure. It was one of the responsibilities of the Workforce Panel to establish an Appointment Panel for the recruitment and appointment to external posts at this level and to determine whether appointments to such posts should be made by an all officer panel

or a mixed panel of officers and Members. In making the appointment of Public Health Consultant the appointment panel would act jointly with the Secretary of State for Health.

The Director of Public Health confirmed that in 2020/21 Salford Council received an increase in public health funding and a proportion of this uplift had been earmarked to meet the cost of this additional Public Health consultant post. The level of public health funding for 21/22 onwards had not currently been confirmed but the Director asserted that investment in this role was an investment to save as it would ensure leadership and delivery of key responsibilities including primary care commissioning and healthcare to lead to cancer prevention, mental health promotion and developing primary care networks.

RESOLVED, THAT:

- 1) That the Workforce Panel agree to the creation of an additional post of Public Health Consultant as outlined in the report.
2. That the Workforce Panel agree the membership of the appointment panel for the post of Public Health Consultant.
3. That the Workforce Panel approve that the appointment panel be delegated to agree the final details of the recruitment and selection arrangements as follows:
  - (a) Agree the role profile for the Public Health Consultant in consultation with the Faculty of Public Health.
  - (b) Agree an external recruitment approach.
  - (c) Agree the detail of the selection process.
  - (d) Agree the use of external executive search and support for the process.
  - (e) Appoint a suitable candidate and notify Cabinet Members allowing any objections to the offer to the City Mayor.

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Part 1 - Open to the Public

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## REPORT OF STRATEGIC DIRECTOR PEOPLE

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TO WORKFORCE PANEL

ON

26<sup>TH</sup> JANUARY 2021

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TITLE: Integrated Commissioning Leadership Arrangements

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### RECOMMENDATIONS:

Workforce Panel are asked to agree the following proposals to strengthen the integrated commissioning function:

- a) To increase the current arrangement of 1 FTE Assistant Director (AD) role for Integrated Commissioning to 1.5 FTE. The proposal is to amend the split role of 0.5 AD and 0.5 Head of Service (leading on Adult Social Care Commissioning) into a full time AD for Integrated Commissioning whilst retaining the 0.5 FTE AD (already in place for specialist mental health);
  - b) To approve the establishment of the amended post of full time AD at a salary of £72,833 - £80,117;
  - c) To assimilate the current postholder of the split AD and Head of Service role into the amended role without the requirement of convening an appointment panel.
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### EXECUTIVE SUMMARY:

In 2019, a flexible working request from the Assistant Director, Integrated Commissioning created a 0.5 FTE leadership vacancy. Following a thorough recruitment and selection process, an appointment was made to this vacancy in December 2019. The successful applicant was an internal candidate who held a Head of Service position within the team. On appointment this resulted in the applicant continuing 0.5FTE as a Head of Service and 0.5FTE as Assistant Director for Integrated Commissioning focusing on adult social care.

This report requests an increase to the 0.5FTE AD role to full time for Integrated Commissioning leading on adult social care. The existing role of 0.5FTE AD Integrated Commissioning would be unchanged focusing on mental health.

As integrated working has continued to develop, the scale of complexity and responsibility for the AD Integrated Commissioning has increased. The role provides assurance and reassurance for the fulfilment of the totality of the council’s statutory functions for Adult Social Care. This includes increased responsibility for oversight of the £60m plus market management work and management of strategic commissioning to prepare Salford for the future, in addition to making most effective use of existing provision. The mental health work of the joint role has become broader with the development of the community-based Living Well programme which will now be rolled out across Salford.

This proposal is achievable within the current staffing financial envelope and will extend the existing capacity and leadership in the team to meet demand and ensure the statutory duties of SCC and the CCG are met and that the performance and quality of service provision meets the needs of Salford’s vulnerable adult population.

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**BACKGROUND DOCUMENTS:**

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**KEY DECISION:** YES / **NO**

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**DETAILS:**

**1) Background**

In 2019, a flexible working request from the Assistant Director, Integrated Commissioning created a 0.5 FTE leadership vacancy. Following a thorough recruitment and selection process, an appointment was made to this vacancy in December 2019. The successful applicant was an internal candidate who already held a Head of Service position within the team. On appointment this resulted in the applicant continuing 0.5FTE as a Head of Service and 0.5FTE as Assistant Director for Integrated Commissioning focusing on adult social care.

This created a 0.5FTE Head of Service vacancy within the team. This vacancy was not filled but a temporary arrangement was agreed in that the existing AD would increase to 0.8FTE until a permanent solution was reached to ensure staffing capacity was maintained.

The Integrated Commissioning Team is a small team that oversees the commissioning of all of Salford’s adult social care and mental health provision, comprising joint posts across the CCG and SCC. Maintaining capacity in this team is vital to have a robust commissioning process in place, to ensure the statutory duties of SCC and the CCG are met and that the performance and quality of service provision meets the needs of Salford’s vulnerable adult population.



The responsibilities of the AD role have expanded as the integrated work has developed, including greater alignment with the work of Salford Care Organisation and a greater role in the financial management of the integrated fund relating to Adult Social Care statutory duties. The scale and complexity of the Adult Social Care arrangements have grown and as part of the Strategic Commissioning role around market shaping for the future, the AD role has extended work with the Council's Place Directorate in respect of supported housing, place planning and development of new services such as the Intermediate Care Unit and new Extra Care and supporting living accommodation. Negotiations in respect of financial arrangements for the delivery of the Adult Social Care market have required the active support of the AD in order to achieve successful outcomes and the development of the revised integrated neighbourhood approach is crucial for the future of Adult Social Care. In addition, Salford plays an important role in Greater Manchester Mental Health commissioning and is also the GM lead for Suicide Prevention. This gives Salford considerable influence in this important area and has also led to some investment and innovation opportunities.

## **2) Links with Salford Royal Foundation Trust**

Salford Royal Foundation Trust have reviewed the previous AD role for Market Management which was established at the point of transition to the Integrated Care Organisation and is now undertaking a recruitment exercise for the revised role vacated in 2019. This new role will be the Head of Market Management and will have a crucial role in supporting and developing a robust and resilient Adult Social Care market in Salford. To enhance the joint working between commissioners and providers in respect of the Adult Social Care market, this role in addition to reporting to the Director of Adult Social Care Assessment in the Salford Care Organisation, will also report to the AD Integrated Commissioning to inform SCC's statutory duties under the Care Act regarding the shaping of the care market and ensure SCC retains sufficient oversight and assurance. This is an additional responsibility for the AD Integrated Commissioning and effectively commenced in April 2020. This has meant the new 0.5FTE AD has been required to work full time at AD level for a period of time due to the additional demands. As this is not reflected in the current pay and grading, a temporary honorarium was agreed in recognition of the additional responsibility. Given that it is a long term permanent arrangement, it is now believed appropriate to review the role accordingly.

## **3) Proposal**

The proposed position would be to:

- a) Extend the current 0.5FTE AD role into a 1 FTE AD in reflection of the scale of responsibility held, whilst retaining the 0.5FTE AD role which focuses on mental health responsibilities.

The 0.5FTE vacancy that would be created at Head of Service from this change would be deleted. Additional capacity would be brought into the team to meet the workload requirements by using the remaining funding to create a lower graded commissioning role in the team.

Options have been explored with the CCG as to whether there might be any joint posts that could be developed across the Service Improvement Team in the CCG and the Integrated Commissioning Team. However, this has not proved to be possible.

Finance colleagues have confirmed that there is sufficient funding within the existing staffing envelope to undertake the following:

- a) Replace the current 0.5 AD and 0.5 Head of Service with one FTE AD whilst retaining the other 0.5 AD
- b) Recruit a 0.5 FTE Integrated Commissioning Manager

This would make permanent the increased senior management capacity in the team and will also ensure there is sufficient commissioning capacity to meet demand.

If this proposal is approved then it is recommended that it take place with immediate effect.

**4) Recommendations**

Workforce Panel are asked to approve the following proposals:

- a. To increase the current arrangement of 1 FTE Assistant Director (AD) role for Integrated Commissioning to 1.5 FTE. The proposal is to amend the split role of 0.5 AD and 0.5 Head of Service (leading on Adult Social Care Commissioning) into a full time AD for Integrated Commissioning whilst retaining the 0.5 FTE AD (already in place for specialist mental health):
- b. To approve the establishment of the amended post of full time AD at a salary of £72,833 - £80,117;
- c. To assimilate the current postholder of the split AD and Head of Service role into the amended role without the requirement of convening an appointment panel.

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**KEY COUNCIL POLICIES:**

Integrated Commissioning  
Adult Social Care

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**EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS:**

This staffing structure will ensure that sufficient capacity and leadership is maintained with the Integrated Commissioning Team to ensure that commissioned services continue to meet the needs of all communities across Salford.

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ASSESSMENT OF RISK:

Low. The proposal is within the existing financial envelope.

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LEGAL IMPLICATIONS Supplied by: Gareth James, Head of People, Place and Regulation, Shared Legal service. Tel: 0161 234 3725.

The establishment of the full time Assistant Director post and the re-grading of the post sits within the scheme of delegations to Workforce Panel. The post is a Deputy Chief Officer post. If the post was vacant, Workforce Panel would be asked to convene an appointment panel in order to recruit to the post. However, in this case, there is an existing postholder; 50% of whose current role comprises the duties of amended post. As set out in the body of the report, the postholder has been performing the duties of a full time Assistant Director for a period of time.

The proposals contained in this report are lawful and are in accordance with the Council's constitution.

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FINANCIAL IMPLICATIONS Supplied by: Stephen Thynne, Strategic Finance Manager, Tel: 0161 778 0244

The proposed changes to the structure of the integrated commissioning team are affordable within the existing budget.

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HUMAN RESOURCES IMPLICATIONS Supplied by: Catherine Sharples, Strategic HR and OD Manager, 0161 607 8607

The scale and complexity of adult social care arrangements in Salford have grown resulting in an increased demand at a senior level. An increase of 0.5FTE at Assistant Director level would provide the additional capacity to meet this need. As an employee currently occupies 0.5FTE of the role focused on adult social care, if approved they would increase their contracted hours and pay to 1FTE Assistant Director for Integrated Commissioning. The remaining 0.5FTE AD role focused on mental health would remain unchanged.

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OTHER DIRECTORATES CONSULTED: Salford CCG

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CONTACT OFFICER: Charlotte Ramsden

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WARDS TO WHICH REPORT RELATES: NA

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